



King County

King County Employee Survey - 2012

Results and Analysis



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

RESULTS AND ANALYSIS

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2012 King County Employee Survey (Paper Copy)	

KING COUNTY 2012 EMPLOYEE SURVEY

EXECUTIVE SUMMARY REPORT

Summary and Purpose

In March 2012, the King County Office of Performance, Strategy and Budget conducted the County's second survey of employees' opinions and perceptions. This survey gathered data across a broad range of categories, including:

- overall satisfaction
- professional development
- performance feedback
- supervision and management
- characteristics of the work environment
- internal communication
- familiarity with various King County initiatives

Survey results and analysis will be used to:

1. Inform 2012-2015 work plans of the Service Excellence and Quality Workforce Goal Teams. Action items will focus resources and organizational energy to advance objectives in support of the King County Strategic Plan.
2. Identify areas of high priority to focus resources and training for 2012-2013 around leadership development, supervisor training, and employee engagement.
3. Supply departments and agencies with data and analyses to better understand their particular workforce to inform individual training and organizational development work.

Survey Logistics and Response Rate

All County employees were invited to participate. District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The survey was launched on-line, with four weeks allocated for employees to submit responses.

- **Employees with County email addresses:** Employees were notified via email with a letter from elected County leadership, encouraging their participation. The email contained a web link to the online survey. Several follow-up reminders were sent via email from both department and agency leadership and from Executive leadership.
- **Employees without County email addresses or easy computer access:** A paper copy survey with a pre-addressed, stamped envelope (mailed directly to the research consultant) was placed directly in employee mailboxes or made available in staff break rooms. Posters and postcards with the survey website link and additional contact information were posted. Reminder postcards were sent after two weeks to remind employees to participate. Eleven percent of all responses were paper copy surveys.

Of the 12,980 employees who were invited to participate in the survey, a total of 6,773 surveys were received. This resulted in a **52% response rate**. The response rate in 2009 was 51%, which did not include District Court, Superior Court, or members of the Amalgamated Transit Union (which alone counts for close to 4,000 individuals).

Key Findings

Most scores for questions measured in 2009 and 2012 rose significantly (approximately 25% of the questions in the 2012 survey were questions from the 2009 survey). The following table represents the questions with the greatest increases between 2009 and 2012.

QUESTION	2009 MEAN	2012 MEAN	Δ
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.04	3.55	+0.51
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.70	4.09	+0.39
Overall, how satisfied are you with your job?	3.65	3.93	+0.28
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.43	3.67	+0.24

County employees strongly identify with their “membership” within the County organization. 77% of employees agree or strongly agree that they are proud to work for King County. 72% of employees agree or strongly agree that they would recommend King County as a good place to work. The averages around organizational affiliation are the highest in the analysis.

Supervisors play a critical role in both employee satisfaction and employee engagement.

Those employees who report strong, positive perceptions of the supervision they receive also report strong, positive perceptions of every other key measure in the study.

Performance communication makes a significant difference to employees. Employees who have received performance feedback in the previous year report dramatically higher overall job satisfaction and engagement than employees who did not. In fact, these employees also report significantly more positive perceptions of every other study measure.

Continuous improvement is strongly related to employee engagement, although currently it is rated low in employee perception. Employees see active engagement of supervisors and managers as a necessary component of continuous improvement.

Perceptions of customer service are among the highest in this study. Most employees believe that their agency/department strives to provide high quality customer service and is responsive to the needs and expectations of customers (71.9% agree or strongly agree).

Conclusions

County employees are extremely identified with being a part of King County and committed to the values of their organization. This is seen in the high perceptions of overall job satisfaction, positive perceptions of the value of their work to the mission and values of their departments/divisions, and strong, positive perceptions of customer service despite budget and other resource limitations.

As the County moves forward to increase resources available to training and employee development, the survey suggests that focused attention on supervisory skill development, performance feedback, and continuous improvement will yield some of the strongest and largest benefits for employee engagement and satisfaction.

OVERALL SUMMARY REPORT

Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, relationships between variables are reported to further understand key aspects of work as they may influence satisfaction and employee engagement.

Key Findings

- Between 2009 and 2012, perceptions of overall satisfaction have risen significantly (see further analysis on page 14).
- County employees are both resilient and committed to the values of their organization. Despite budget and other resource limitations, overall job satisfaction remains high as do organizational identity and customer service.
- County employees strongly identify with their “membership” in the County organization. They feel proud to work for the County and would recommend it as a good place to work. This is the highest average in the study and is indicative of a strong connective culture.
- Supervisors play a critical role in both employee satisfaction and employee engagement across employees and departments. Those employees who report strong, positive perceptions of the supervision they receive also report strong, positive perceptions of every other key measure in this study.
- Performance communication makes a significant difference to employees. Employees who have received performance communication in the previous year report dramatically higher overall job satisfaction and engagement than employees who did not (as distinguished from those who responded “Not Applicable”). It is also interesting to note that those employees who did receive performance communication in the last year also report significantly more positive perceptions of every other study measure (see further analysis on page 8).
- Perceptions of customer service are among the highest in this study. Most employees believe that their division/department/agency strives to provide high customer service and is responsive to the needs and expectations of customers.
- Perceptions of continuous improvement are strongly related to employee engagement. Interestingly, employees do not see continuous improvement as an individual activity, but rather one that requires the active engagement of supervisors and management.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that s/he has both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.

Understanding the Employee Experience

STUDY MEASURE	OVERALL AVERAGE
Organizational Identification	4.09
Personal Capabilities	3.87
Customer Service	3.80
Mission and Goals	3.76
Professional Development	3.68
Respect	3.66
Employee Engagement	3.59
Tools and Resources	3.51
Teamwork	3.48
Supervision	3.42
Guiding Principles	3.41
Performance Communication	3.36
Continuous Improvement	3.14
Management	3.00

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

The average scores for these measures suggest that King County employees have a strong sense of identification with their organization, and are positive about both the goals of the organization and its customer service mission.

Employees are less positive about continuous improvement, and their management (as distinct from supervision).

Employee Engagement

In addition to a single question on overall satisfaction, this study measured and analyzed “Employee Engagement.”

Employee engagement is increasingly being used by Human

Resources as a stronger assessment of how connected

employees feel to their workplace. A strong connection to the workplace (and therefore employee engagement) is also highly related to higher productivity, higher satisfaction, and greater creativity and innovation from employees.²

EMPLOYEE ENGAGEMENT

Average: 3.59

While measures of employee engagement vary by type of organization, common elements include job satisfaction, connection to supervision, reward or recognition to do good work, adequacy of resources and information to do good work, and the perceived challenge, value, or meaning of one’s work. Thus, to create the measure of Employee Engagement used in this study, the measurement of job satisfaction was combined with:

- perceptions of recognition received for good work
- level of perceived challenge in the work
- perceptions of the supervision received
- perceptions of the adequacy of the resources to do one’s job

This measure moves beyond employee satisfaction and captures several additional elements that impact an employee’s relationship with the work and workplace. A growing body of literature around employee management and engagement supports that these four elements of the workplace are tightly connected. In this survey, the results are statistically highly related, which supports clustering the elements together to be represented as an overall combined average of “employee engagement.”

In the King County Strategic Plan, employee empowerment is emphasized in the “Quality Workforce How Goal”—as a priority in how King County delivers its services. Empowered employees who feel well resourced and trusted to do their work will do that work productively and with a high quality of customer service. Engagement captures all of the dynamics that indicate an empowered employee. By clearly understanding how employee engagement connects to all other dynamics of the workplace (communication, customer service, training, etc.) King County will have a better understanding of the priorities and areas of emphasis to enhance employee empowerment.

²For further clarification, readers should review Norhria, Groysverg, and Lee’s July/August 2008 article in the *Harvard Business Review*, “Employee Motivation: A Powerful New Model.” Additionally, *The 12 Elements of Great Managing* by Wagner and Harter (Gallup Press, New York, 2006) provides an excellent summary of the business case for emphasizing employee engagement in studies of this nature.

Comparing Highly Engaged and Disengaged Employees

There are clear and definitive differences across every measure in the study between employees who are highly engaged and those who are not. Employee Engagement scores were divided into three groups based on the distribution of scores—Low (disengaged), Medium, and High—to better understand the range of ways differently engaged employees experience their work environment.



STUDY MEASURE	HIGH AVERAGE	LOW AVERAGE	Δ
Organizational Identification	4.62	3.42	1.20
Personal Capabilities	4.38	3.22	1.16
Customer Service	4.36	3.13	1.23
Mission and Goals	4.30	3.08	1.22
Professional Development	4.23	3.05	1.18
Respect	4.35	2.79	1.56
Tools and Resources	4.24	2.59	1.65
Teamwork	4.18	2.58	1.60
Performance Communication	4.17	2.33	1.84
Guiding Principles	4.07	2.57	1.50
Supervision	4.34	2.28	2.06
Continuous Improvement	4.00	2.12	1.88
Management	3.76	2.14	1.62

All of the differences between the high and low groups are statistically significant.

These data reveal a broad divide in perceptions between employees who are highly engaged vs. those who are not. Of additional interest is that the majority of differences between highly engaged and the medium-engaged group are also statistically significant.

Those employees with more positive scores for Employee Engagement report significantly higher scores in every other measure of the study. Those employees who fall in the “highly engaged” category are extremely satisfied and engaged across all areas. However, employees who are considered disengaged are much less positive on most measures. In eight categories, they report strong dissatisfaction. To have such an extreme disparity between highly engaged and disengaged employees suggests the employee experience is significantly different, which impacts perceptions and engagement in all areas of the work experience.

As the County seeks to increase employee engagement, it should look to those groupings of perceptions that yield the highest difference between high and low engaged employees. Further, given that there are significant differences between moderately engaged and highly engaged employees, the County may find it most productive to focus attention initially on transforming moderately engaged employees into highly engaged.

Significant Relationships

The data were analyzed to determine how other measures relate to employee engagement. Correlation analysis revealed that four measures have the strongest relationships with employee engagement.³

While not causal in nature, these correlations reveal important characteristics of employees who are—or who are not—engaged with the organization.

STRONGEST RELATIONSHIPS TO EMPLOYEE ENGAGEMENT

- Supervision
- Performance Communication
- Continuous Improvement
- Tools and Resources

VARIABLE	ALL EMPLOYEES	CORRELATION TO ENGAGEMENT
Employee Engagement	3.59	*
Supervision	3.42	.74
Performance Communication	3.37	.73
Continuous Improvement	3.14	.73
Tools and Resources	3.51	.70
Respect	3.66	.68
Personal Capabilities	3.87	.66
Professional Development	3.68	.65
Teamwork	3.48	.65
Guiding Principles	3.41	.65
Organizational Identification	4.09	.63
Management	3.00	.62
Mission and Goals	3.76	.59
Customer Service	3.80	.54

These correlations illustrate that employees who report higher engagement also report higher satisfaction with their supervision, resources they receive to do their jobs, and the effectiveness of performance communication. They also tend to be more positive about continuous improvement efforts.

A focus on those areas with the strongest relationships and lower averages should result in a higher return on investment for the County. These areas include continuous improvement, supervision, and performance communication.

³ The correlation coefficient 'r' reveals the strength of the relationship with -1.0 being a perfectly negative relationship (i.e. the higher one score, the lower the other) and a +1.0 being a perfectly positive relationship (i.e. both variables move in exactly the same direction at the same time).

Predicting Employee Engagement

Regression analysis was used to find the best set of measures that predict employee engagement. Fully 72% of the difference in Employee Engagement can be explained through the combination of four items.

Unlike correlations, which measure independent relationships, regression finds the **best predictive set** of measures. These measures—in combination—predict an extraordinary amount of employee engagement. Based on this predictive model, improvements in the combination of these four areas are predicted to have the strongest impact on improving employee engagement.

These analyses point to the critical role of the supervisor in employee engagement for County employees, particularly given how supervisors impact each of the other elements in the predictive model as well as those items most strongly correlated with Employee Engagement. Supervisors can strongly influence the availability of resources and are responsible for managing employee performance. Perceptions of internal capabilities relate to how capable a person feels in his/her job and identification refers to how connected a person is to the organization. Both of these are also strongly influenced by supervisors.

Some of the variables were found to be non-contributing to Employee Engagement, including Customer Satisfaction, Mission and Goals, perceptions of Management, and Guiding Principles. Only variables that accounted for a significant amount of variance (difference across employee responses) were included in the final predictive model.

PREDICTIVE MODEL FOR EMPLOYEE ENGAGEMENT

- Supervision
- Organizational Identification
- Perceptions of Personal Capabilities
- Access/Sufficiency of Tools and Resources

Predicting Supervisory Engagement

Because of the strong relationship between supervisors and employee engagement (both high correlation and part of the predictive model), further analysis was conducted to better understand the engagement of supervisors as distinct from others in the organization.

This analysis was similar to the employee engagement analysis, but in this analysis, only employees who identified themselves as “supervisor/lead” in the job description demographic question were considered.

The model above predicts 75% of the difference in supervisor engagement. This analysis suggests that in order to be engaged in the organization, supervisors also need to feel respected, have the ability to grow and develop, and for their organization to have a strong focus on continuous improvement.

PREDICTIVE MODEL FOR SUPERVISOR ENGAGEMENT

- Perceptions of Personal Capabilities
- Organizational Identification
- Respect
- Continuous Improvement
- Tools and Resources
- Professional Development

Analysis suggests further that employees who report higher levels of satisfaction with the supervision they receive likely have supervisors who themselves report high levels of engagement. By extension, engaged supervisors may be better equipped to provide effective supervision to employees.⁴

Both correlation and regression analysis are important as these results can help the County target how it responds to the data. These results strongly suggest that a dedicated focus on supervisory skill development will result in larger return in employee engagement.

The Importance of Performance Communication

Performance communication is a key task of the supervisor and is itself strongly correlated with employee engagement. That it is not part of the predictive equation is likely due to its strong relationship to supervision. Further analysis reveals significant differences in employee engagement between those employees who reported receiving performance feedback via a performance appraisal in the last year and those employees who reported not receiving one.

VARIABLE	ALL EMPLOYEES	RECEIVED PERFORMANCE APPRAISAL	
		YES	NO
Employee Engagement	3.59	3.70	3.27
Organizational Identification	4.09	4.16	3.94
Personal Capabilities	3.87	3.93	3.70
Customer Service	3.80	3.95	3.39
Mission and Goals	3.76	3.86	3.50
Professional Development	3.68	3.78	3.44
Respect	3.66	3.78	3.34
Tools and Resources	3.51	3.60	3.29
Teamwork	3.48	3.60	3.12
Supervision	3.42	3.63	2.83
Guiding Principles	3.41	3.56	3.00
Performance Communication	3.37	3.60	2.58
Continuous Improvement	3.14	3.30	2.70
Management	3.00	3.16	2.58

The high correlation between performance communication and employee engagement is particularly interesting, revealing the criticality of performance feedback to employees.

The chart reports the differences in the scores between those who reported receiving a performance appraisal in the last year and those who did not.

Employees who reported receiving an appraisal—regardless of the nature of that appraisal—also report significantly higher scores across **each** of the composite measures in the study.

Importantly, employees were given the opportunity to choose “N/A – not applicable” vs. “No,” indicating that this comparison relates to only those employees for whom performance appraisal seemed relevant (i.e., those who think they should have received one).

⁴ While it is not possible to know the particular engagement level of the supervisors specifically assigned to employees in this study, it is clear from the analysis of supervisory data that supervisors, like the rest of employees, differentiate by their level of engagement. The results are also consistent that those highly engaged supervisors do indeed report significantly more positive perceptions of every other study measure.

Survey Design

SURVEY DESIGN

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

SURVEY RESPONSES

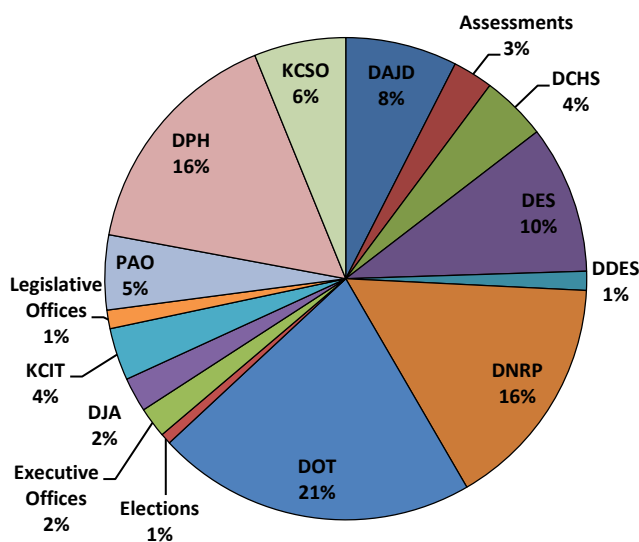
Total Employees: 13,151

Total Surveys Received: 6,773

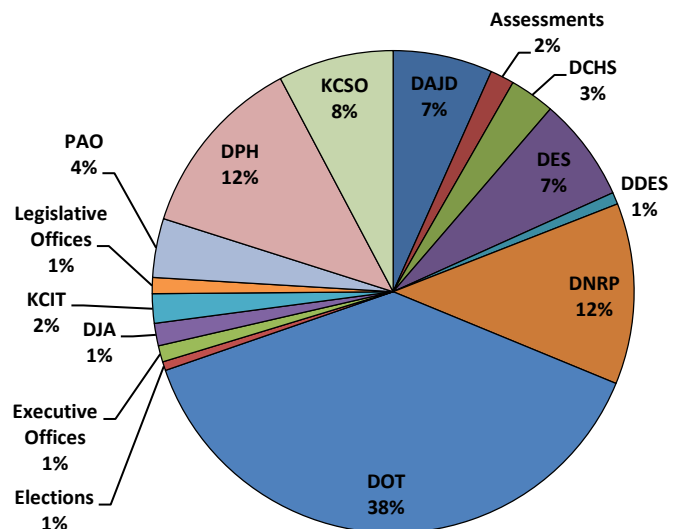
Total Response Rate: 52%

Employee count included regular employees, short term temporary employees (STT), and term limited temporary employees (TLT). Active employees were included; however, employees on a leave of absence or leave with pay were excluded as it could reasonably be assumed they would not have access to the survey.

PERCENT OF TOTAL RESPONSES



PERCENT OF KING COUNTY



As the charts illustrate, the percent of responses gathered from each agency/department relative to the entire sample is fairly consistent with the make-up of agency/departments at King County, with the exception of DOT, which is underrepresented.

Department Acronym Key:

- (DAJD) Department of Adult and Juvenile Detention
- (DES) Department of Executive Services
- (DNRP) Department of Natural Resources and Parks
- (DJA) Department of Judicial Administration
- (PAO) Prosecuting Attorney's Office
- (KCSO) King County Sheriff's Office
- (DCHS) Department of Community and Human Services
- (DDES) Department of Development and Environmental Services
- (DOT) Department of Transportation
- (KCIT) King County Information Technology
- (DPH) Department of Public Health

SUMMARY OF RESPONSES BY DEPARTMENT/AGENCY

AGENCY/DEPARTMENT/ DIVISION	TOTAL # OF EMPLOYEES	# RESPONSES RECEIVED	RESPONSE RATE	% OF TOTAL RESPONSES	% OF KING COUNTY
DAJD	878	506	58%	8%	7%
Assessments	211	182	86%	3%	2%
DCHS	398	295	75%	4%	3%
DES	915	670	71%	10%	7%
DDES	105	86	83%	1%	1%
DNRP	1,431	1,069	75%	16%	12%
DOT	5,062	1,447	29%	21%	38%
Elections	78	49	63%	1%	1%
Executive Offices ⁵	138	138	100%	2%	1%
DJA	198	156	79%	2%	1%
KCIT	259	237	92%	4%	2%
Legislative Offices	142	84	59%	1%	1%
PAO	522	338	65%	5%	4%
DPH	1,625	1,074	66%	16%	12%
KCSO	1,018	415	41%	6%	8%
No Answer		27		>1%	
Total Responses	12,980	6,773	52%	100%	100%

ADJUSTED RESPONSE RATE

Overall, response rates across departments/groups were very high, most in excess of 60%. However, Metro Transit returned far fewer surveys by percent, bringing the DOT response rate down to 29%. The overall response rate for King County, if excluding Metro Transit, would have been 68%.

Because Metro Transit represents fully 1/6th of respondents, analyses were completed to determine if their scores were substantially different than those received from the rest of respondents. On average, the means for questions among Metro Transit employees were somewhat lower than scores for the rest of respondents, but in most cases, this did not result in a substantial decrease in the overall score. Throughout this report, unless otherwise noted, the inclusion of Metro Transit did not substantially reduce the reported score.

ADJUSTED RESPONSE RATE

Total Employees: 12,980
Total Surveys: 6,773
Metro Transit Surveys: 1,034
52% with Metro Transit
68% without Metro Transit

OVERALL VS. METRO TRANSIT AVERAGES FOR EMPLOYEE ENGAGEMENT

DOT Average: 3.74
Metro Transit Average: 3.50
KC without Metro Transit: 3.61
KC with Metro Transit: 3.59

⁵ The Executive Office count from HCMS was 88; however 138 survey respondents self-reported their primary departmental affiliation as "Executive Offices." In addition to potential confusion with "Executive Services (DES)," several work groups were a part of the Executive Offices in the past, but their current organizational location is in a different department. This may account for this discrepancy in numbers.

MISSING DATA

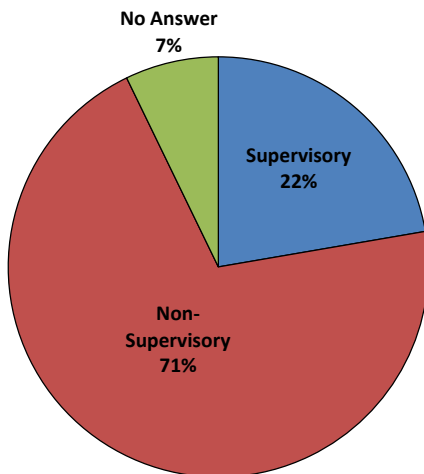
Depending on the question, 2% to 15% of employees chose not to answer. Employees who did not answer any questions beyond their departmental affiliation were not counted as valid responses in these analyses. Questions related to performance management, customer service, and perceptions of management had more missing data than other questions (12% to 15%), while questions related to employee engagement, resources, and respect averaged less than 4% missing data.

Additionally, though only 27 respondents elected not to provide their department/agency affiliation, many more declined to provide other demographic information, though most of these employees did complete the majority of survey questions. Thus, the demographic questions have many more “missing cases” than do standard survey questions.

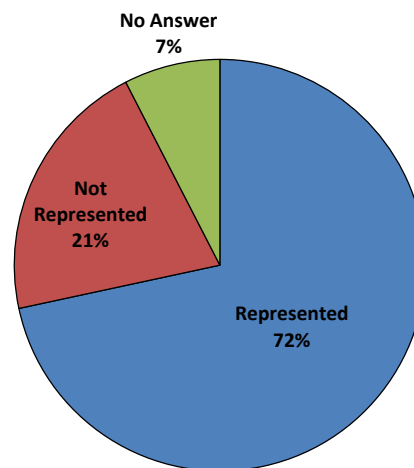
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

Following are charts that describe the make-up of survey respondents.

**PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE**



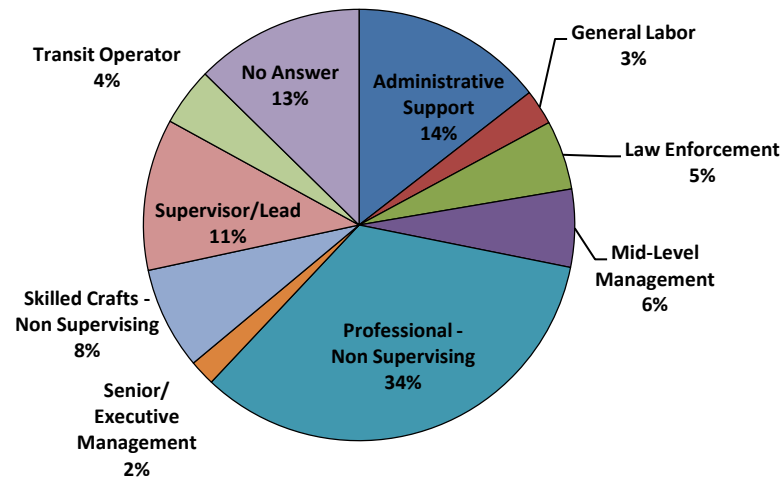
**PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION**



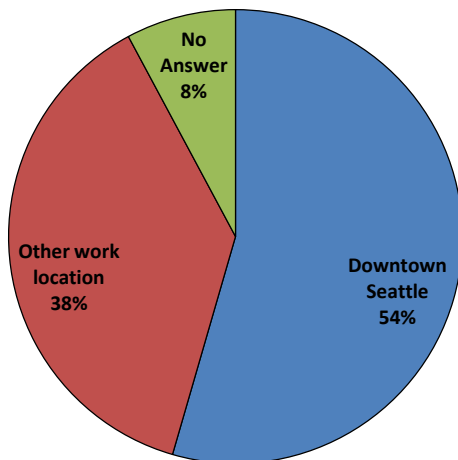
As the chart above illustrates, almost three-quarters of respondents are represented by a union. This is slightly less than the share of all King County employees, and is likely due to the lower response rate for Metro Transit.

The chart below reports responses from different positions at King County. The largest percent of responding employees comes from professional/non-supervising, with a large number of respondents not providing an answer to this question.⁶

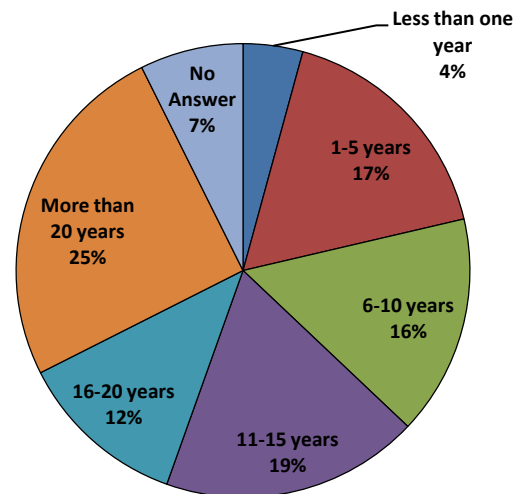
**PERCENT OF TOTAL RESPONSES
BY JOB DESCRIPTION**



**PERCENT OF TOTAL RESPONSES
BY WORK LOCATION**



**PERCENT OF TOTAL RESPONSES
BY TENURE**



⁶ During the first 24 hours of the survey link being open, respondents were unable to choose “Transit Operator” and “Law Enforcement.” This impacted 468 responses. These respondents’ data were included in all analyses, but position data was not included due to potential error. This did not influence the validity of the overall results, but should be noted as a possible limitation to position analysis.

2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. As the box to the right reveals, this score rose significantly in 2012, indicating that employees are much more satisfied with their jobs three years after the initial study.

OVERALL SATISFACTION

2012 Average: 3.93

2009 Average: 3.65

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.65	3.93	+0.28
I would recommend King County as a good place to work.	3.89	3.89	+0.00
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.79	3.88	+0.09
My work contributes to the success of King County government.	4.40	4.31	-0.09
I am familiar with my department, division, or agency's mission and goals.	4.12	4.09	-0.03
My department, division, or agency's mission and goals give direction to my work.	3.60	3.59	-0.01
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.04	3.55	+0.51
I have a clear understanding of what is expected of me in my job.	4.22	4.04	-0.18
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.58	3.60	+0.02
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.10	3.12	+0.02
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.70	4.09	+0.39
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.43	3.67	+0.24
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.45	3.58	+0.13

Note: Δ = positive or negative change in the average between 2009 and 2012.

Most of the scores for questions measured in 2009 and 2012 rose significantly. Of particular interest is that while many employees report being more familiar with their division's mission and goals, about the same say these give meaning to their work.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

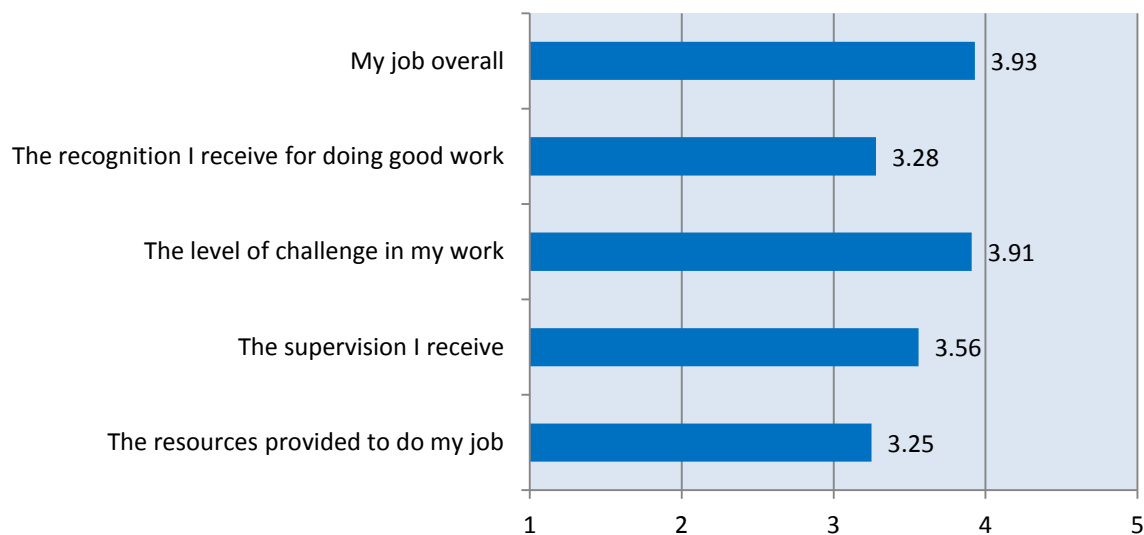
Whether caused by the focus on the specific division or by real changes in emphasis, employees report strong perceptions that their departments/divisions do indeed strive to provide high quality customer service.

Finally, those scores that declined indicate some interesting characteristics about current work at the County. As departments/divisions have experienced reductions in workforce, many employees may be working on assignments that are different or broader than in 2009. This would explain the moderate drop in scores for "I have a clear understanding of what is expected of me in my job." This may also contribute to the very slight decline in perceptions of employee contribution to the overall success of King County government.

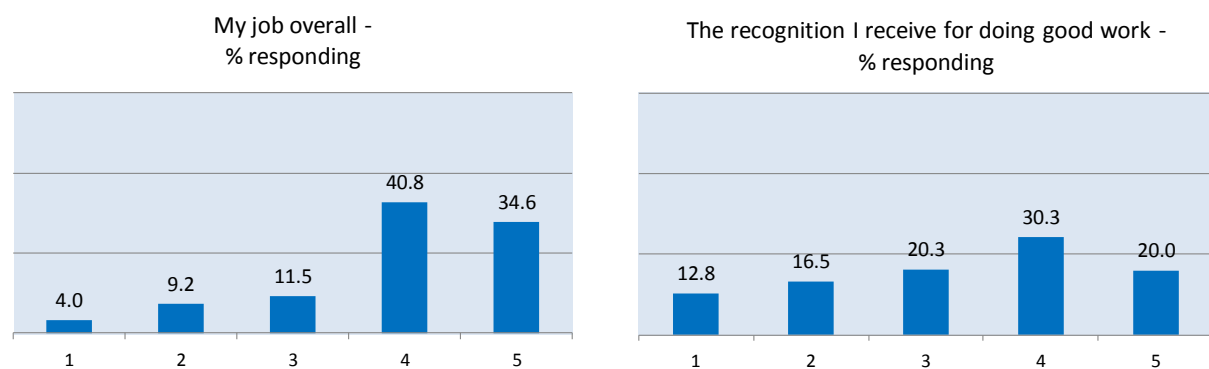
Overall Results

Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

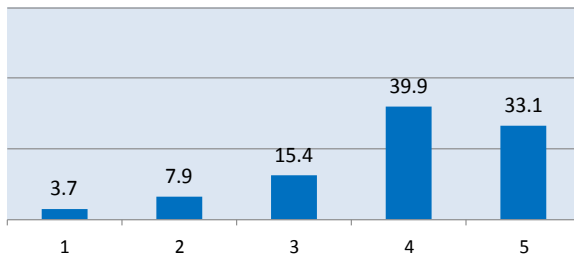


King County employees report satisfaction with their jobs overall and the challenge of their work with somewhat lower satisfaction reported for both recognition and resources.

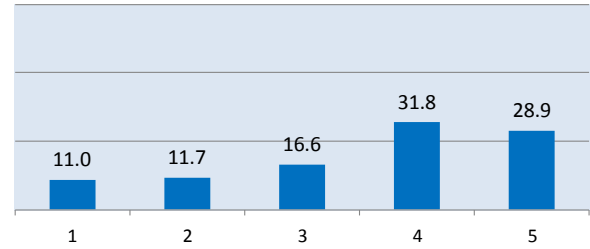


These distribution analyses reveal strong differences in how employees perceive the range of overall satisfaction measures. Of particular interest is that while more than 75% of employees report solid satisfaction with their jobs overall, perceptions of recognition for doing good work and the resources provided to do my job are considerably more mixed.

The level of challenge in my work -
% responding



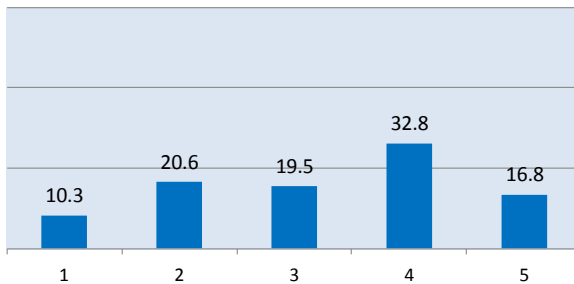
The supervision I receive -
% responding



Most employees find their jobs challenging. In studies of this nature, it is important to note that “Job Challenge” at this level is actually a positive indicator of engagement and organizations should look to see distributions of the nature illustrated here.

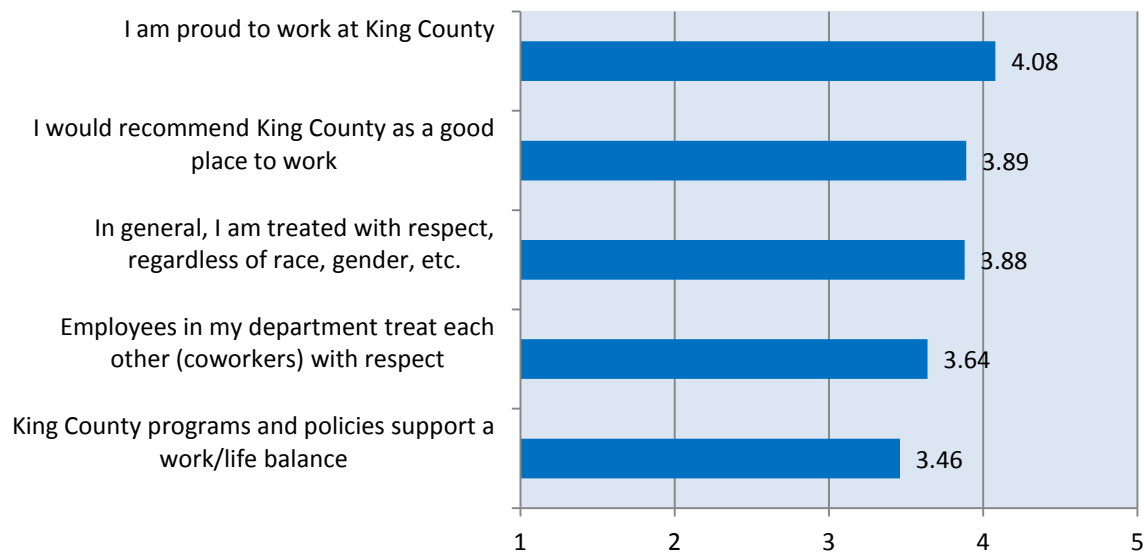
Perceptions of supervision are less positive. While more than 60% report solid satisfaction with their supervision, more than 20% report dissatisfaction. This higher level of dissatisfaction draws the average lower than the high number of very positive answers might initially suggest.

The resources provided to do my job -
% responding

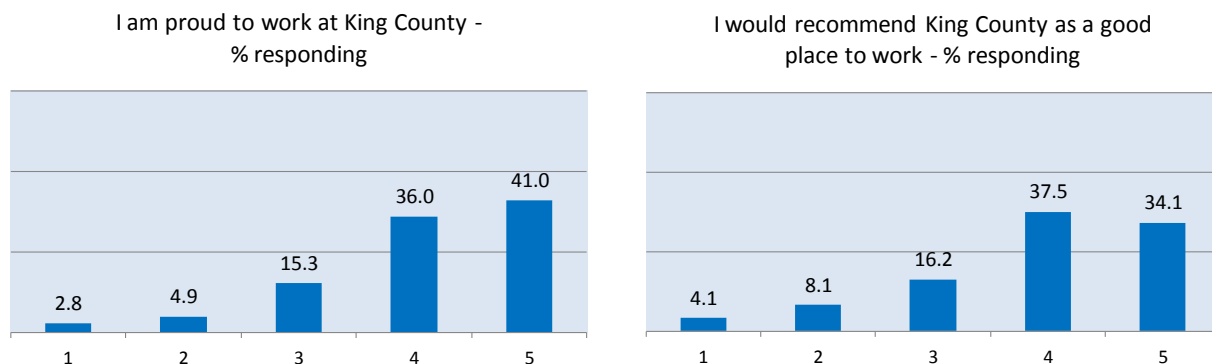


Perceptions of the adequacy of resources are much more mixed with almost 50% reporting satisfaction, but more than 30% reporting dissatisfaction (a higher level of lower scores than in other sections of the survey).

WORK ENVIRONMENT⁷



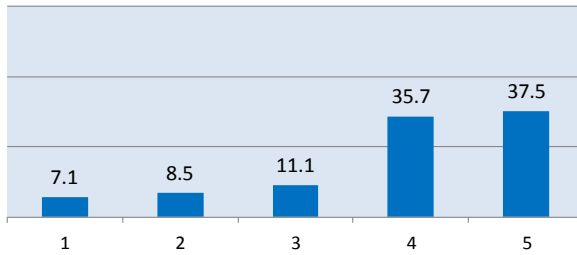
Employees strongly feel proud of working at King County and would recommend it as a good place to work. Most employees feel they are treated with respect regardless of demographic and that their co-workers treat each other with respect. Though they are comparatively less positive about the work/life balance afforded by work at the County, these scores are still quite positive.



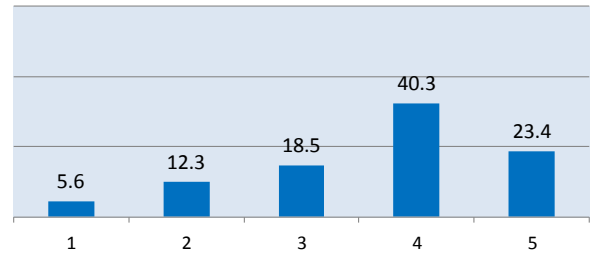
The distribution charts above illustrate consistency in employee responses relative to broad perceptions of the work environment. More than 75% of employees report solid perceptions of pride in the work environment and more than 70% would recommend the County as a good place to work.

⁷Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

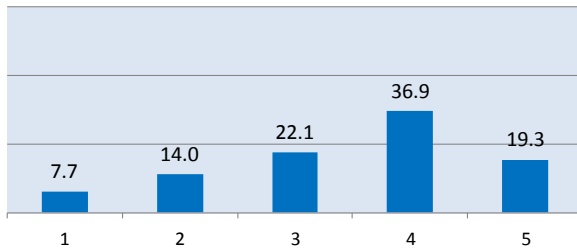
In general, I am treated with respect,
regardless of my race, gender, etc. -
% responding



Employees in my department treat each other
(coworkers) with respect -
% responding

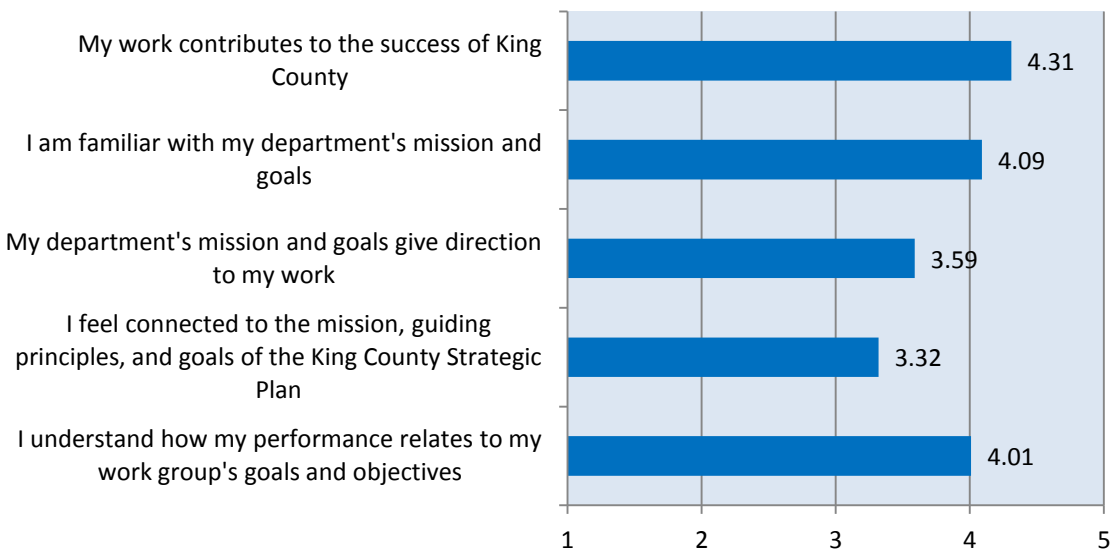


King County programs and policies support a
work/life balance -
% responding

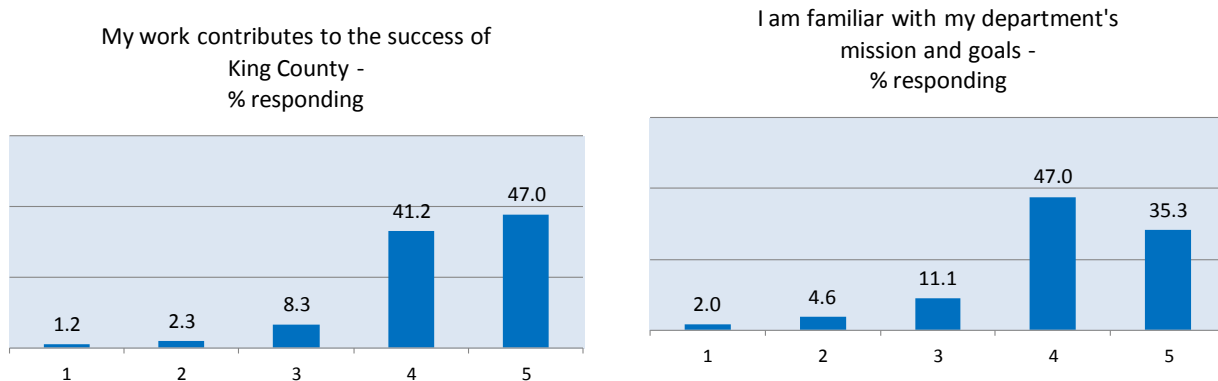


While perceptions of being treated with respect regardless of race, gender, and other demographic groups are similarly consistent across employees, perceptions of respectful treatment from co-workers and the extent to which King County policies and programs support a work/life balance are more mixed. While half of employees have positive impressions of work/life balance, more than 20% do not.

MISSION AND GOALS

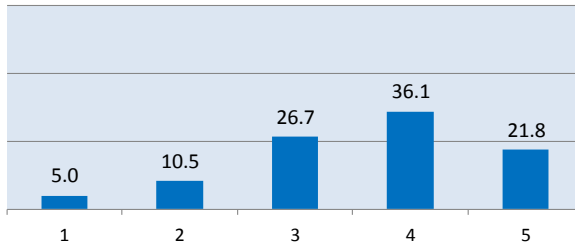


Perceptions in this area vary widely with the vast majority of employees reporting strong positive perceptions of the contribution their work provides to King County. Employees also understand how their own performance contributes to their work groups' goals and objectives. However, scores are weaker regarding their connection to both the County's strategic plan and departmental mission and goals.

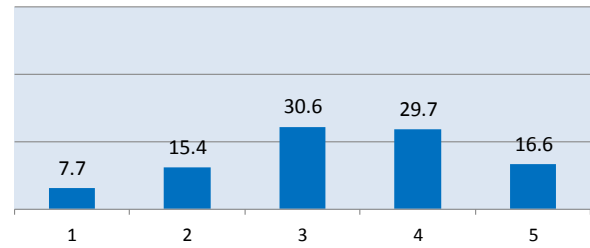


These results show strong consistency across employees of their perceptions of contribution with almost 90% reporting that their work does indeed contribute to the success of the County. Additionally, over 80% report familiarity with their department's mission and goals.

My department's mission and goals give direction to my work -
% responding

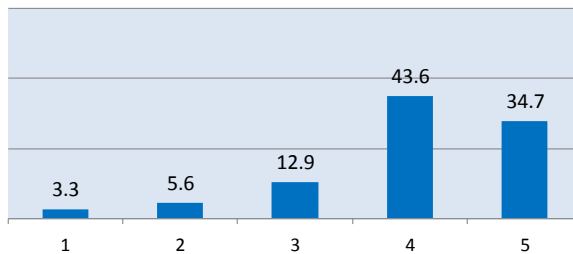


I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



Despite familiarity with the mission and goals, these charts illustrate that employees do not feel consistently that the departmental mission and goals give direction to their work, with perceptions more spread out across choices. Additionally, as the data shows, not all employees report feeling connected to the goals of the County's strategic plan, with more than 20% reporting that they do not.

I understand how my performance relates to my work group's goals and objectives -
% responding

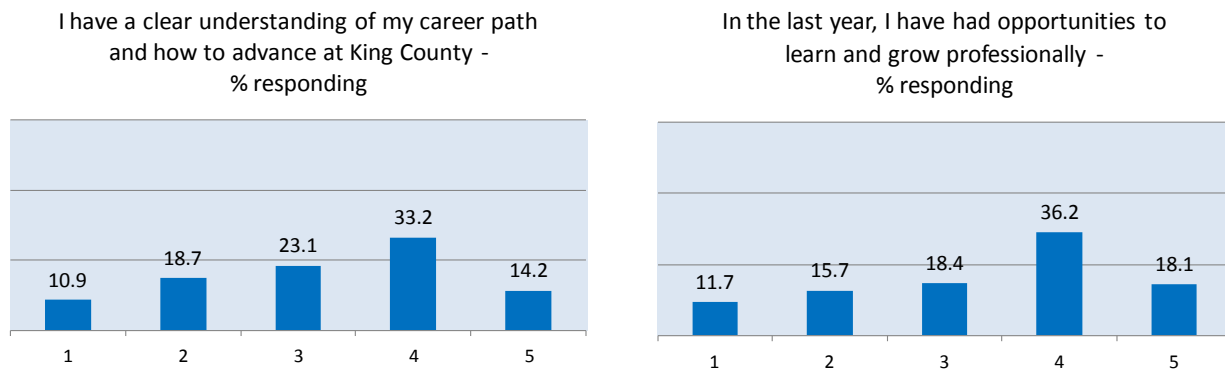


Interestingly, though, employees largely do understand how their performance relates to their group's goals and objectives.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

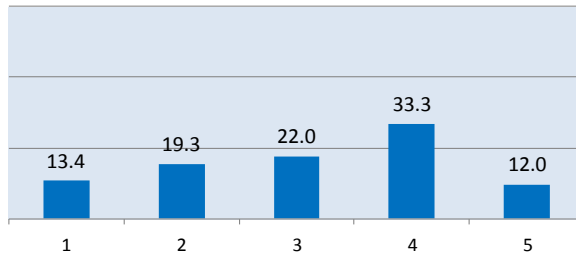


These questions received lower scores when compared to other items measured in this research, indicating some dissatisfaction with professional opportunities for development at King County. However, the lower scores for all training and development related questions are likely reflective of the relatively recent disbanding of the County's training function.

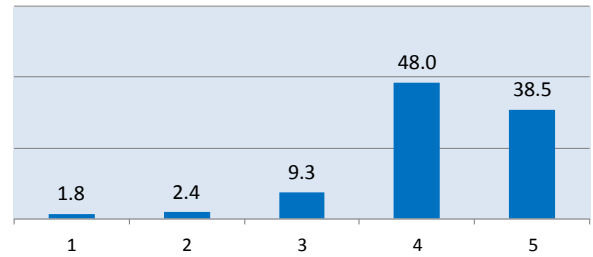


These distributions reveal very mixed perceptions of both the extent to which employees understand their career paths and the opportunities they have to grow professionally. While almost 50% report satisfaction in both areas, somewhat higher percentages of employees report dissatisfaction than for other survey questions.

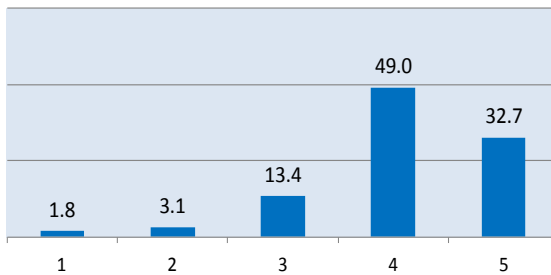
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding

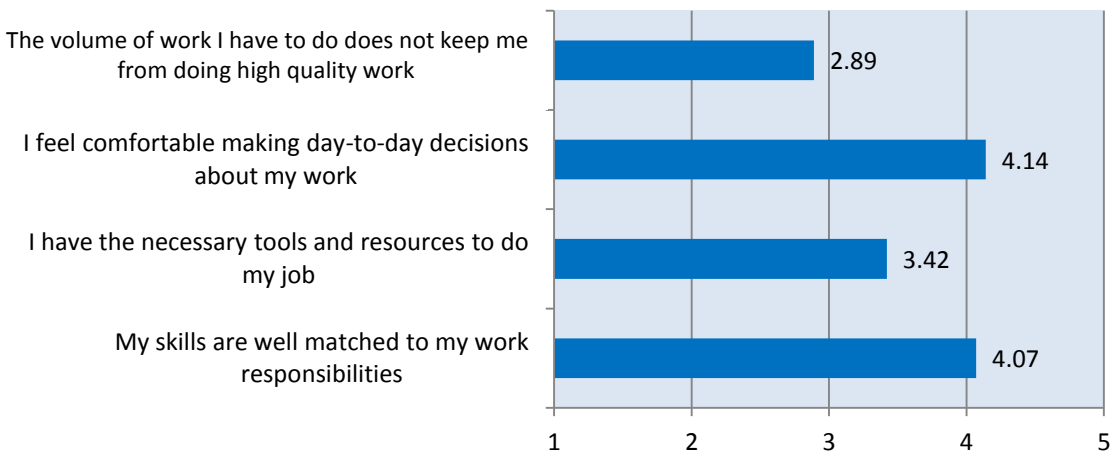


When available, I take advantage of training opportunities - % responding

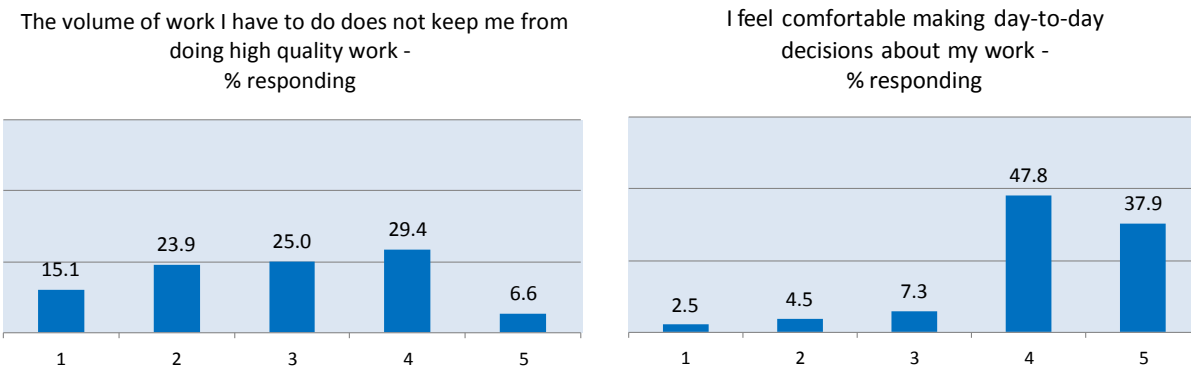


Employees are not positive about King County's support of training in necessary job skills, despite their reported commitment to keeping their knowledge current and taking advantage of training when offered. This suggests that though employees find training and development important and will take advantage of opportunities when offered, employees perceive that the County has not yet kept pace with needs in this area.

RESOURCES AND DECISION-MAKING

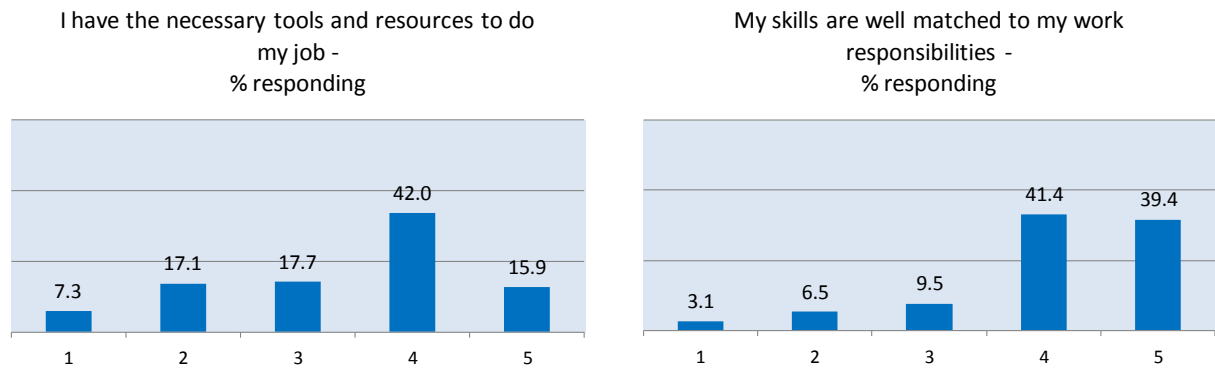


Employees are not positive about their volume of work, reporting some of the lowest scores in this study.⁸ However, employees are very positive about their ability to make decisions and do perceive that their skills are well matched to their work responsibilities. Of particular interest is that work volume, while negatively perceived, is not strongly related to perceptions of how much control employees have over their work, nor to overall job satisfaction. This indicates that although employees may feel overworked, except in pockets throughout the organization, this has not resulted in significant drops in overall satisfaction.



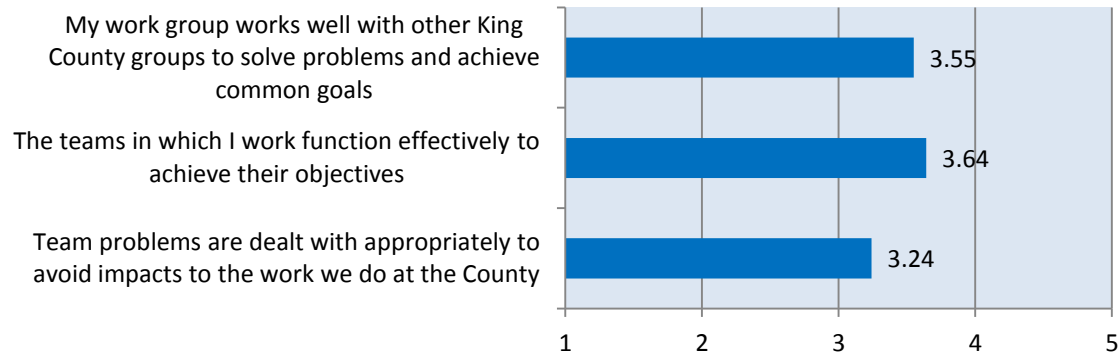
These distributions show that employees are very mixed in their perceptions of work overload, with almost 40% reporting negative perceptions in this area and very few (particularly when compared to other scores in the study) reporting strong satisfaction. By contrast, most employees (more than 80%) report that they do indeed have control over the decisions that impact their daily work. This makes sense given the County's budget issues and resultant resource limitations.

⁸ The original question in this section was, "The volume of work I have often keeps me from doing high quality work." This question was "recoded" so the average can be compared with other averages in this section. The recode transforms the data so the mean (average) is always calculated with '1' being low and '5' being high. Thus, the wording in the chart was reworded to reflect the recoded scores.



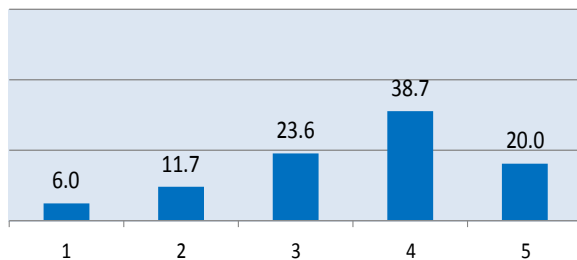
Similar to the previous distributions, employees report mixed perceptions of having the tools and resources for their jobs, with almost 25% reporting some measure of dissatisfaction. Conversely, most employees feel their skills are well matched to their work responsibilities. These results suggest that although they may perceive a dearth of external resources to do their jobs (time and tools), most employees feel strongly that they have the requisite internal resources (skills and capabilities) to perform in their jobs. The County may wish to investigate further the particular types of external resources most needed by employees in various departments and divisions.

TEAMWORK

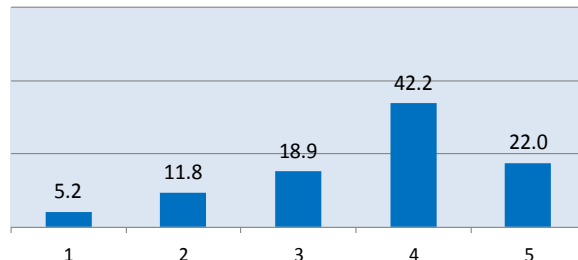


Employees report moderately positive perceptions of teamwork in their work groups, noting that their teams function effectively, but that sometimes team problems hinder their ability to perform well within the County. Because teamwork is related to employee engagement, providing employees and their groups assistance in resolving team issues, both within and external to their work groups, may yield dividends in higher overall engagement.

My work group works well with other King County groups to solve problems and achieve common goals -
% responding

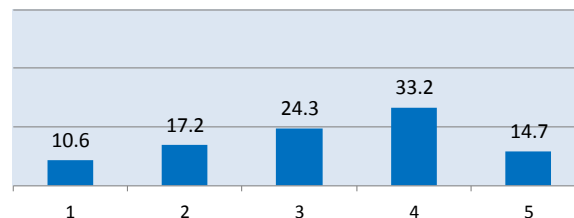


The teams in which I work function effectively to achieve their objectives -
% responding

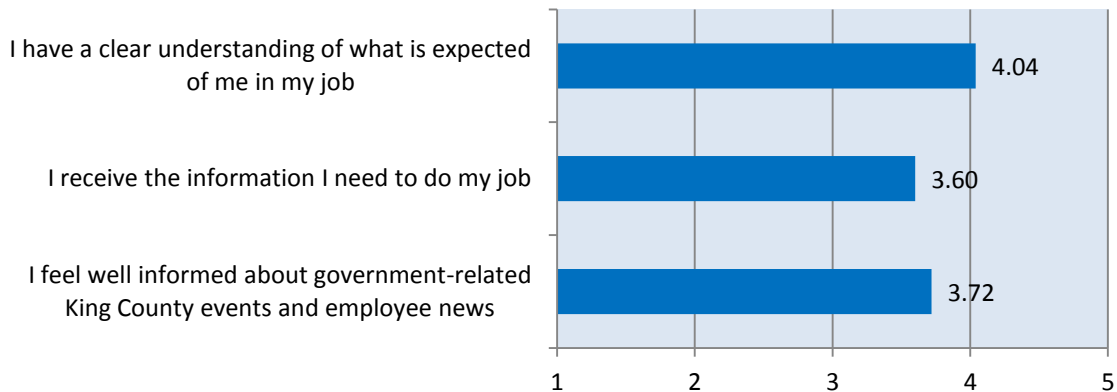


As the distributions show, employee perceptions of teamwork are decidedly mixed, with over 25% reporting negative perceptions of teamwork. By contrast, however, almost half report positive perceptions. Further investigation should be undertaken to identify areas of team challenge, to enable teams to work more effectively in the future. This is particularly important given the strongly positive relationship (correlation) between teamwork and continuous improvement.

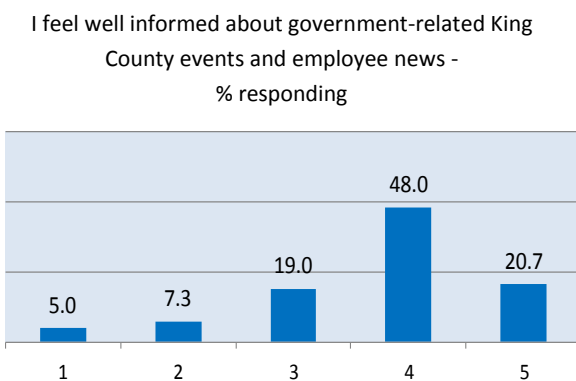
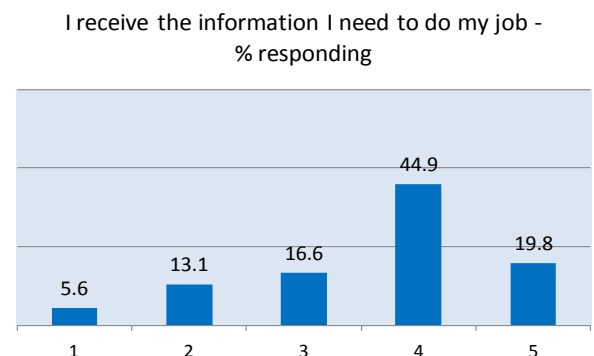
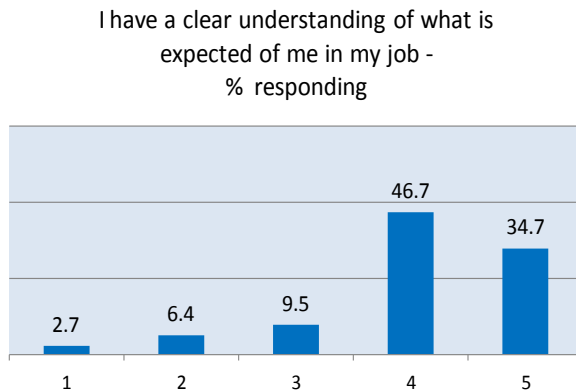
Team problems are dealt with appropriately to avoid impacts to the work we do at the County -
% responding



COMMUNICATION



Employees largely believe that they have a clear understanding of job expectations and generally feel well informed about King County events. However, they are somewhat less satisfied with the adequacy of information they have in order to perform well. It should be noted, however, that these are higher scores compared to others in the study, indicating strong satisfaction with work-related communication. Further, as the distribution charts below will illustrate, employees are not neutral about job-related communication; the vast majority report positive or very positive responses to these questions.



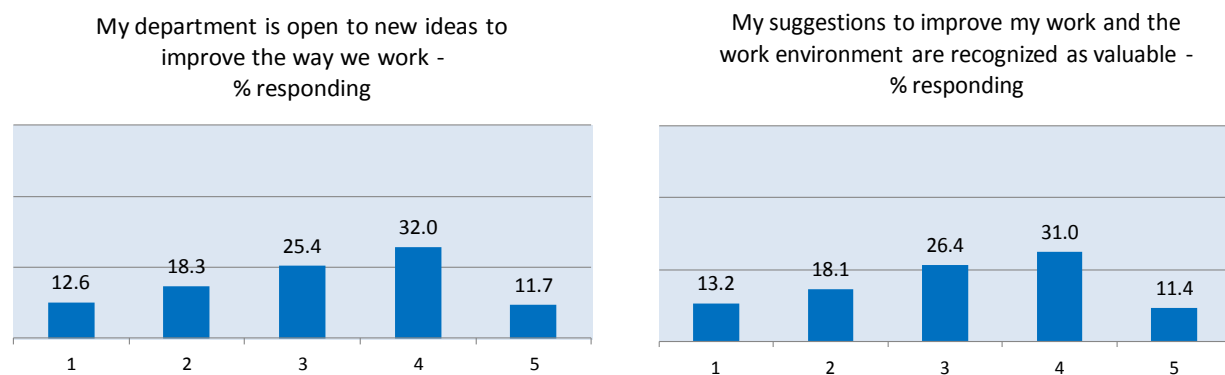
These distribution charts illustrate that most employees are very positive about communication at King County, with more than 80% reporting that they have a clear understanding of expectations and more than 60% reporting that they receive the information they need to do their jobs.

Almost 70% report feeling adequately informed about King County news and events.

CONTINUOUS IMPROVEMENT

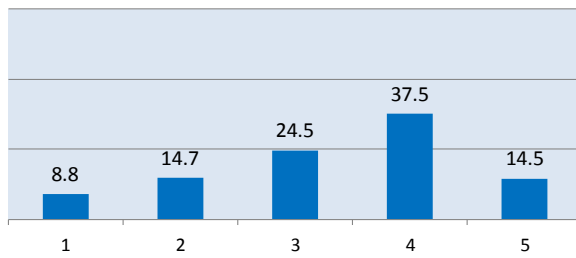


Perceptions of continuous improvement, though strongly related to employee engagement, received somewhat low scores in this study. Employees largely do not feel empowered to provide suggestions. Interestingly, perceptions of continuous improvement are not only strongly related to (and predictive of) employee engagement, but perceptions of continuous improvement are also highly correlated with satisfaction with performance communication, teamwork, supervision, management, and perceptions of King County's guiding principles. This suggests that continuous improvement, if made more central to employees' day-to-day work experience, may be an appropriate area in which to explore further enhancements to employee engagement.

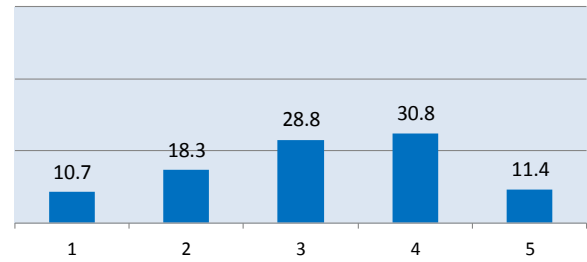


The distribution charts above illustrate the diversity in perceptions across employees related to continuous improvement.

My work group uses data effectively to learn and improve -
% responding

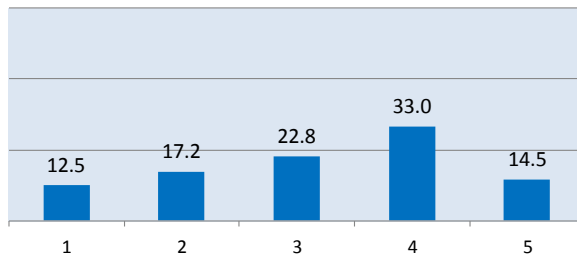


Process improvements are successfully implemented in my work group -
% responding



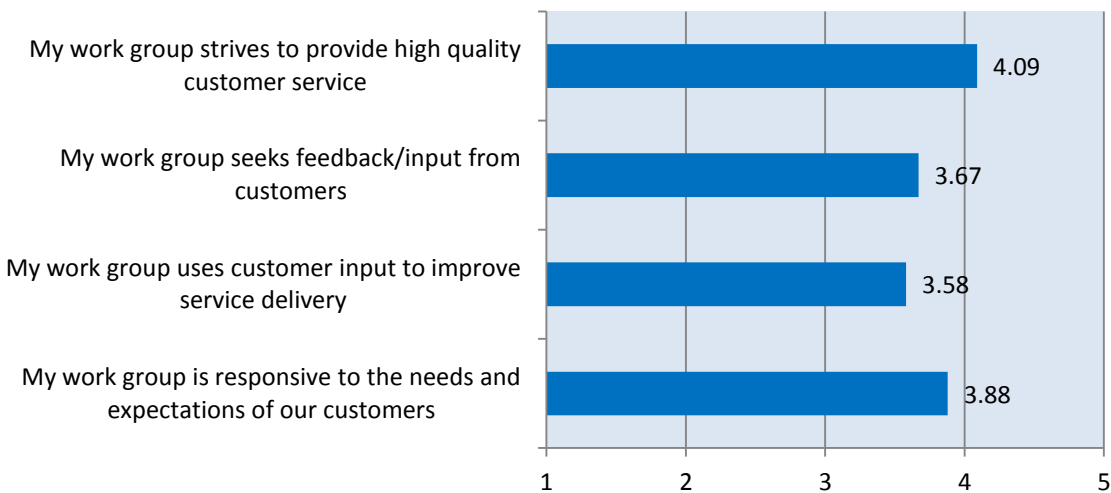
The vast majority of employees are fairly neutral about whether process improvements are successfully implemented within work groups, and barely half are positive about how the work groups use data to learn and improve. Given the strong relationship between perceptions of continuous improvement and employee engagement, these areas should warrant additional discussion at the County.

Quality gets the attention it deserves in my work group -
% responding



While over 45% of employees are positive about the attention quality gets in their work groups, it should be of concern that almost 30% report negative perceptions of quality emphasis. Further analysis of departmental/division data should identify areas where quality should be given more emphasis and perhaps process and communication improvements.

CUSTOMER SERVICE

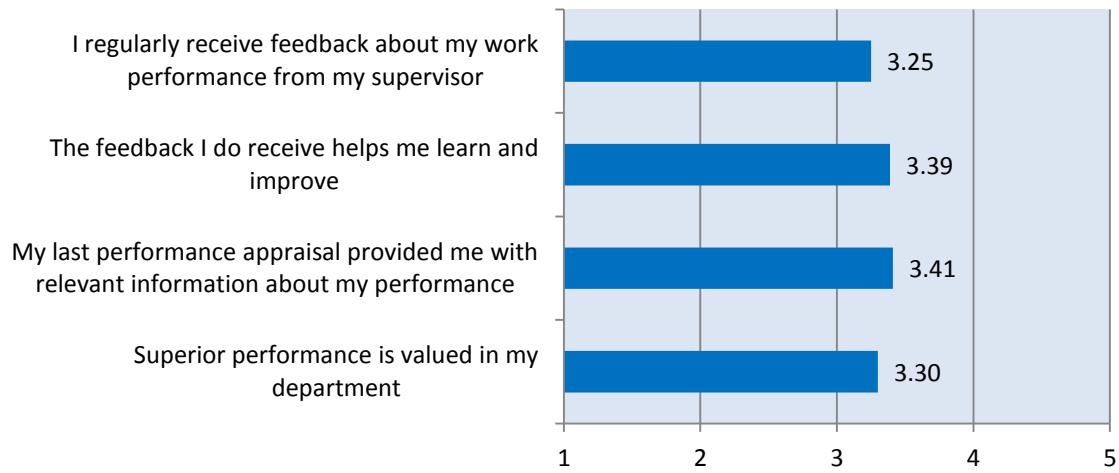


Employees are quite positive about key aspects of customer service, highlighting the importance employees place on meeting customer needs. Most employees report that their work groups do strive to provide high quality service and are responsive to the needs and expectations of customers. While the averages are somewhat lower, most employees are nonetheless positive about how their work groups respond to customers and customer feedback.

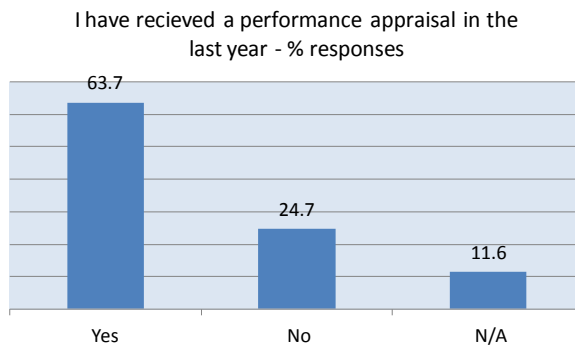


The distribution charts above illustrate the strong positive perceptions of both quality customer service and responsiveness provided from within work groups. In both cases, more than 70% of employees report positive or very positive perceptions.

PERFORMANCE COMMUNICATION



Employees report only slightly positive perceptions of the performance feedback they receive at King County. This is particularly important given that these questions constitute a very reliable overall measure that is both strongly related to and predictive of employee engagement. These findings indicate the need for additional skill development for supervisors, focused on communication and relationship building skills. It is, however, important to note that while the relationship between performance communication and employee engagement is not causal in nature, satisfaction with performance communication tends to be higher in highly engaged employees.

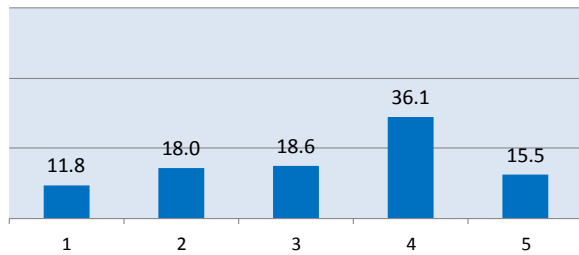


Almost two-thirds of employees report receiving performance appraisals in the past year. Interestingly, those employees report significantly more positive perceptions across all core variables when compared to the entire sample.

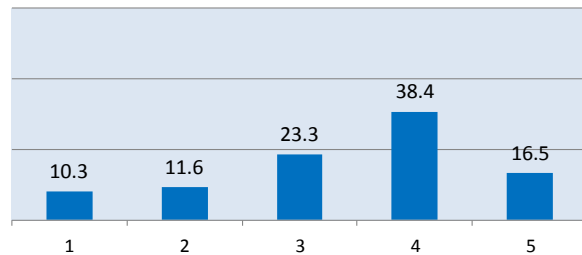
Of particular importance are the dramatically less positive perceptions across all core variables from employees

who reported that they did not receive a performance appraisal in the past year (separated from those who reported 'N/A'). This further emphasizes the importance of performance feedback to employees both in terms of how they perceive their organization and in the development of their sense of self worth and value to their organization.

I regularly receive feedback about my work performance from my supervisor -
% responding

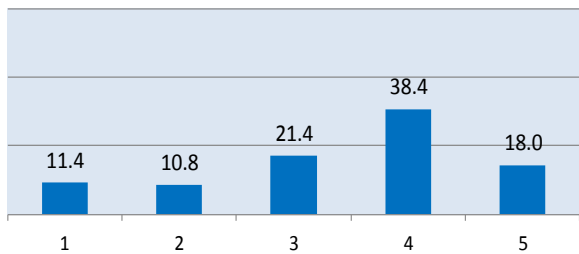


The feedback I do receive helps me learn and improve -
% responding

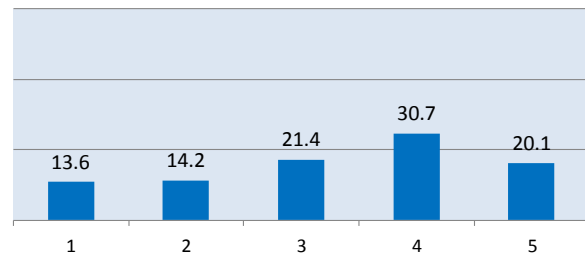


Employees report mixed perceptions of whether or not they receive regular performance feedback and whether that feedback helps them learn and improve. While most who do receive regular feedback report positive perceptions of it, many also report less positive perceptions of the value of that feedback (20% negative).

My last performance appraisal provided me with relevant information about my performance -
% responding

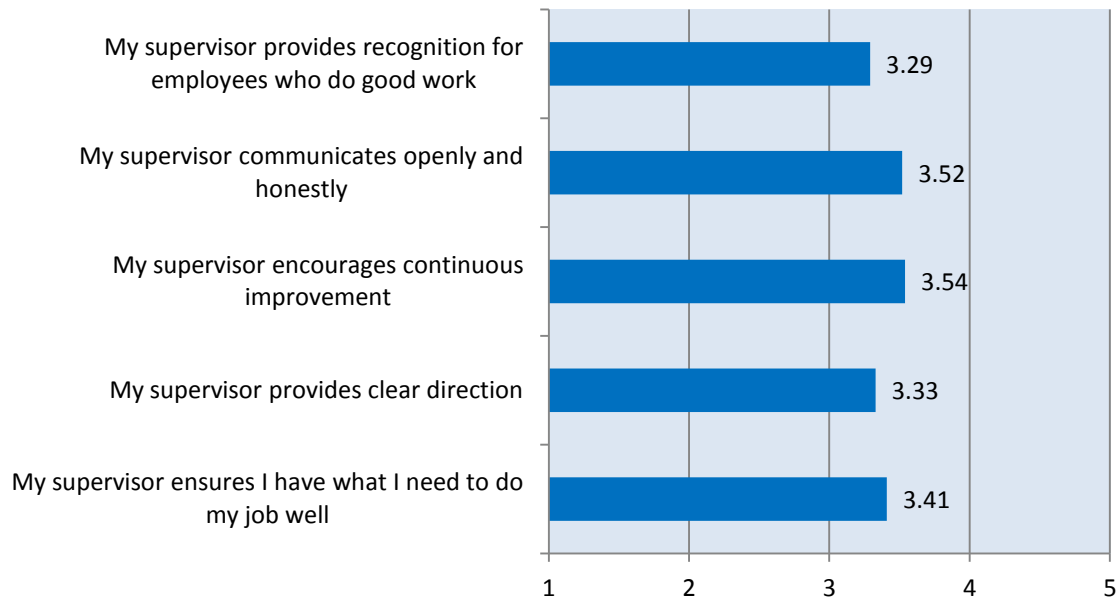


Superior performance is valued in my department -
% responding



Perceptions of the relevance of performance feedback and the perceived value of performance feedback are also mixed, with more than 20% reporting negative perceptions in these areas. Importantly, however, slightly more than 50% of employees do report believing that superior performance is valued within their departments.

SUPERVISION

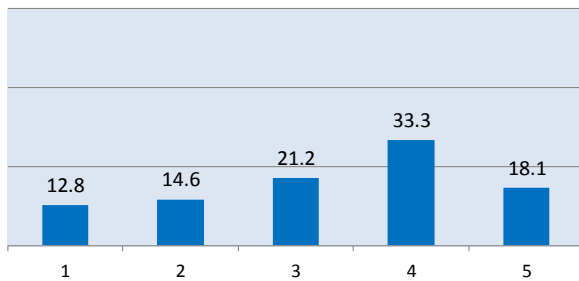


All of these questions are tightly related, making up a highly reliable measure (core variable) of supervisory effectiveness. As these results indicate, employees consistently report moderately positive perceptions of their supervisors. However, it is also important to note that highly engaged employees do report significantly more positive perceptions of the supervision they receive than do those who are not highly engaged.

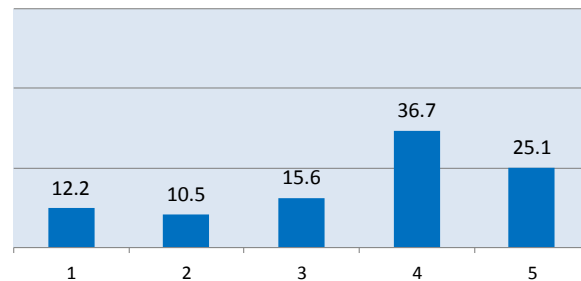
Interestingly, though not surprisingly, employees who reported that they had received a performance appraisal in the last year also reported dramatically higher satisfaction across supervision elements than those who reported that they had not. This further supports the importance of supervisors in the communication of expectations and the ongoing engagement of employees through regular feedback.

VARIABLE	ALL EMPLOYEES	PERFORMANCE APPRAISAL	
		YES	NO
My supervisor provides recognition for employees who do good work	3.29	3.53	2.64
My supervisor communicates openly and honestly	3.52	3.73	2.94
My supervisor encourages continuous improvement	3.54	3.78	2.89
My supervisor provides clear direction	3.33	3.52	2.79
My supervisor ensures I have what I need to do my job	3.41	3.59	2.91

My supervisor provides recognition for employees who do good work -
% responding

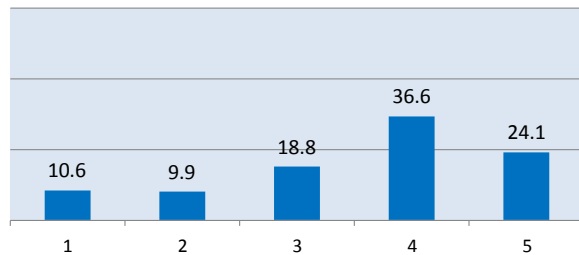


My supervisor communicates openly and honestly -
% responding

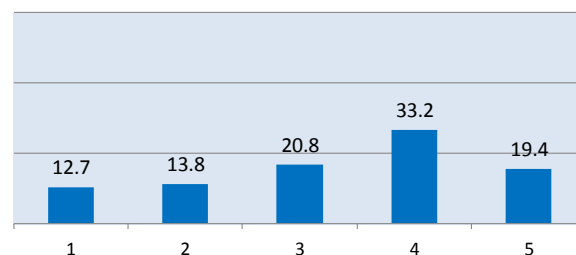


As the distribution charts illustrate, employee perceptions of recognition and communication from supervisors are mixed. While slightly more than 50% reported solid satisfaction with the recognition they receive for doing good work, almost 30% report dissatisfaction. While more than 60% report satisfaction with openness and honesty from supervisors, more than 20% report dissatisfaction. And, as suggested by the data in the table above, many of the dissatisfied may be those who do not have regular, scheduled performance feedback from their supervisors.

My supervisor encourages continuous improvement -
% responding

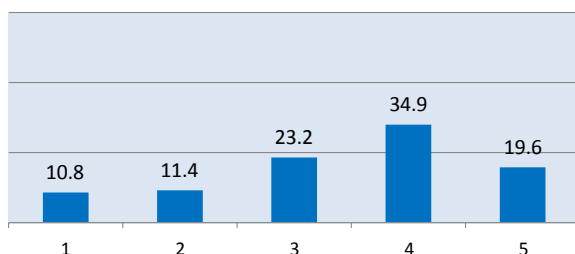


My supervisor provides clear direction -
% responding



Similarly, 60% of employees agree that their supervisors encourage continuous improvement, but only 50% report similar satisfaction with clear direction. Given the clear link between supervision and employee engagement, improvement in supervisor skills may need to be emphasized as a result of this research.

My supervisor ensures I have what I need to do my job well -
% responding



More than 50% of employees feel their supervisors provide the tools and resources needed to perform well. However, of concern may be that 20% report negative ratings, while almost a quarter of the sample are neutral in this area.

MANAGEMENT

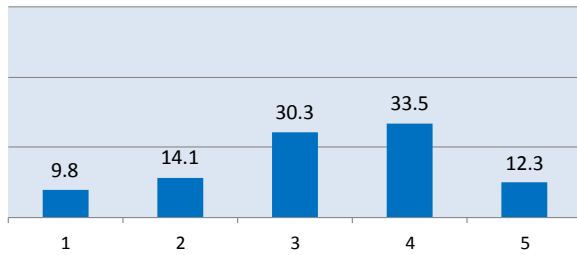


On average, employees generally report neutral perceptions of their department's management. Although these questions comprise a solid, reliable scale of employee perceptions of their management, they do not have as strong of a relationship to employee engagement as perceptions of supervisors. However, perceptions of management are strongly related to perceptions of continuous improvement, a key County priority.

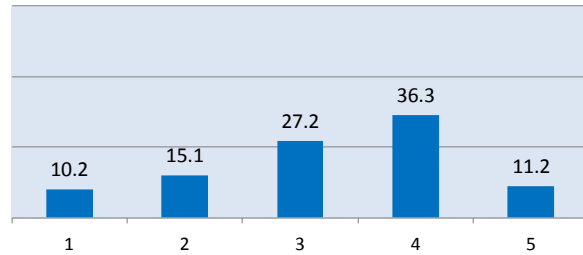
These scores indicate that while employees report slightly positive perceptions of management's vision and communication of the vision, they are somewhat negative about the openness of communication, leadership, and overall transparency. These results, combined with the previous analysis of employee perceptions of supervisory behavior, indicate that employees, though slightly positive about their supervisors, may feel disconnected from management and may be harder to influence with changes in managerial style or behavior.

Despite the lower scores, these results can be expected in most organizations like King County. Managers are by nature at least one level removed from the day-to-day experience of most employees and thus may have little impact on employee engagement. This is certainly borne out by the lower correlation between perceptions of management and employee engagement.

My department's management has a clear vision for my department -
% responding

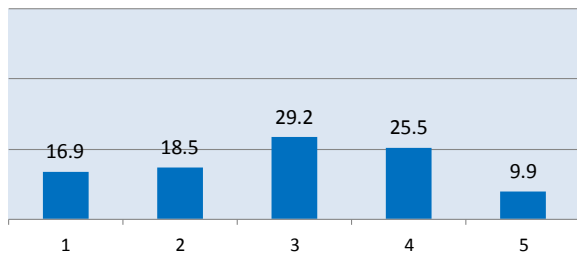


My department's management communicates my department's mission and goals -
% responding

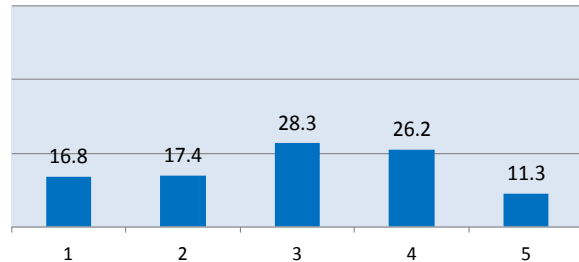


These distributions illustrate roughly 25% of employees report negative perceptions of management's vision and communication of that vision to employees. Interestingly, these questions also elicited some of the highest quantities of "neutral" answers.

My department's management communicates openly and honestly -
% responding

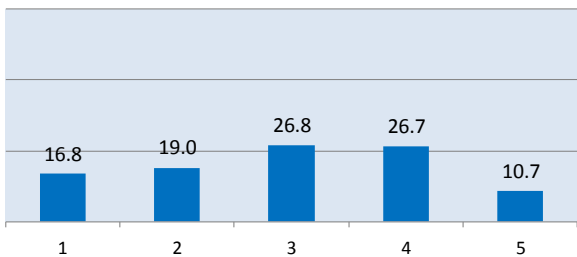


My department's management exercises strong leadership -
% responding

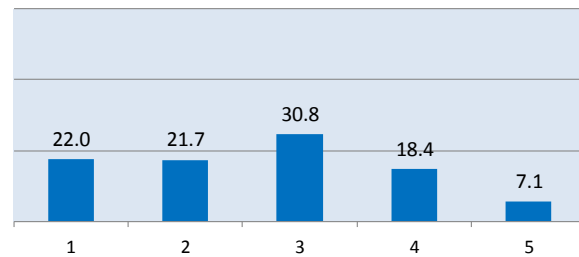


These distributions illustrate how "flat" perceptions of managers are across employees—more than 30-40% of employees report negative perceptions of managerial communication and more than 30% report dissatisfaction with their management's leadership. More than 40% report negative perceptions of their management's transparency in decision-making.

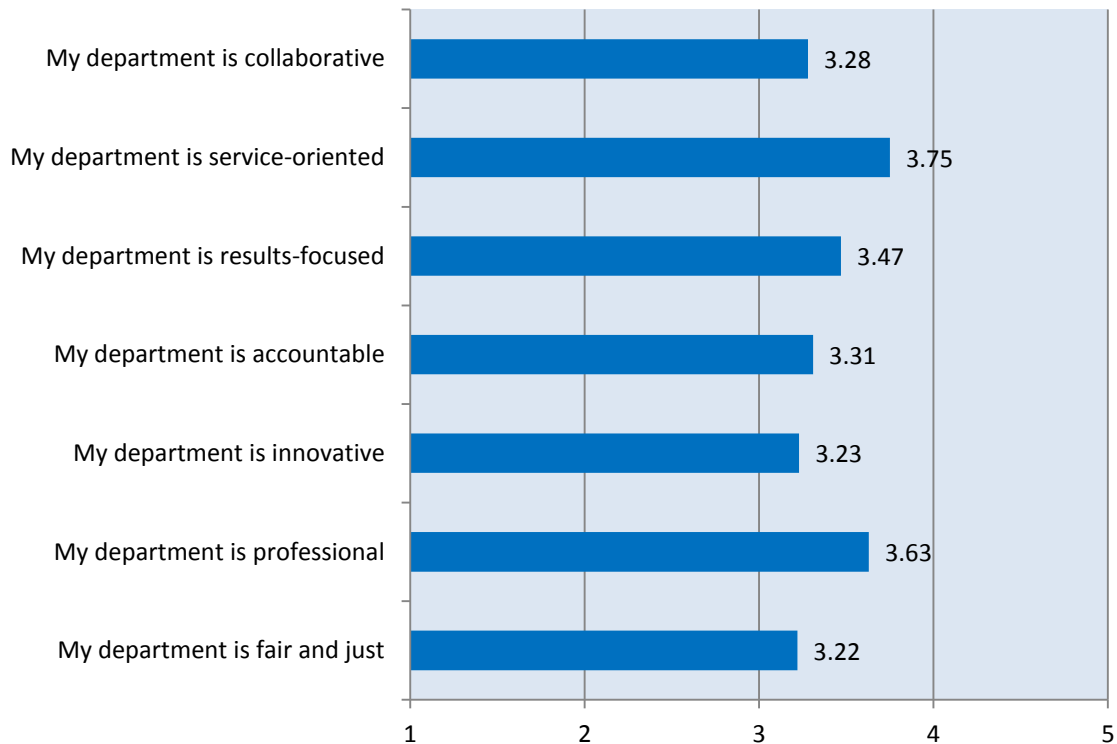
My department's management is visible to employees as a leader -
% responding



My department's management is transparent in decisions affecting employees -
% responding

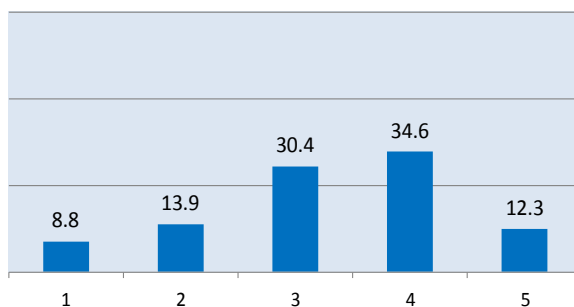


GUIDING PRINCIPLES

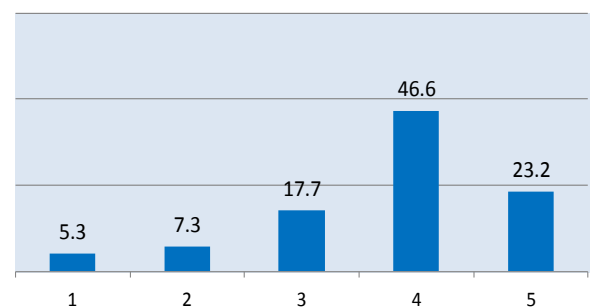


These results report the extent to which employees believe their departments reflect County guiding principles. As the average scores illustrate, employees are more likely to describe their departments as reflecting principles as articulated in the King County Strategic Plan related to professionalism and service orientation, and they are less likely to describe their departments as innovative or fair and just. These questions, in combination, do reliably create a solid scale on which to measure employee perceptions of how well their departments, in general, reflect guiding principles. However, given the diversity of departments and divisions at the County, further analysis of departmental data should reveal more meaningful conclusions.

My department is Collaborative -
% responding

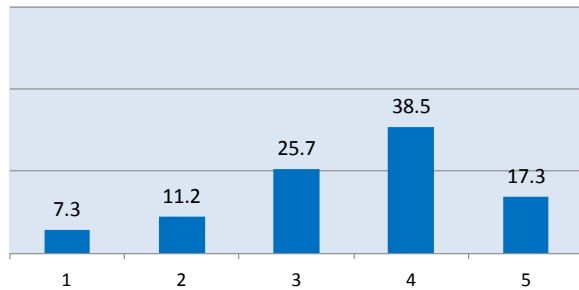


My department is Service-oriented -
% responding

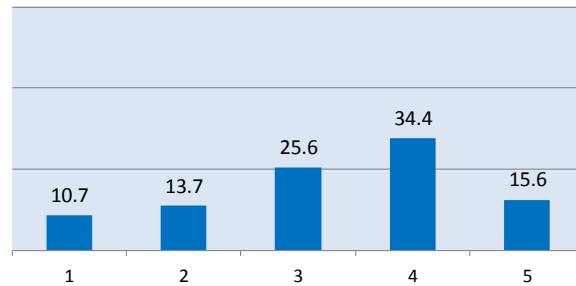


Employees report more neutral perceptions of collaboration in their departments (slightly less than 50% reporting positive perceptions, though fewer solidly positive than for other questions). However, employees are more positive in their perceptions of service orientation (almost 70% reporting positive perceptions).

My department is Results-focused -
% responding

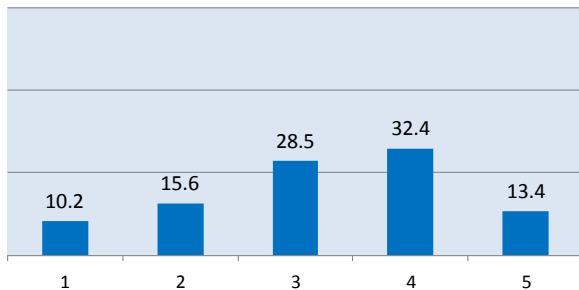


My department is Accountable -
% responding

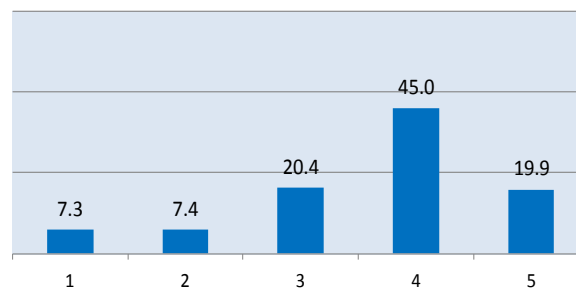


Employees are somewhat more positive about their departments being results-focused and accountable, with slightly more than 50% reporting positive perceptions.

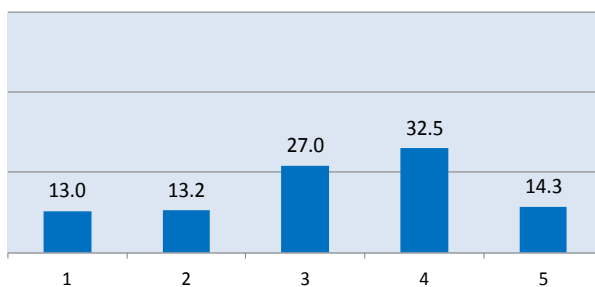
My department is Innovative -
% responding



My department is Professional -
% responding



My department is Fair and Just -
% responding

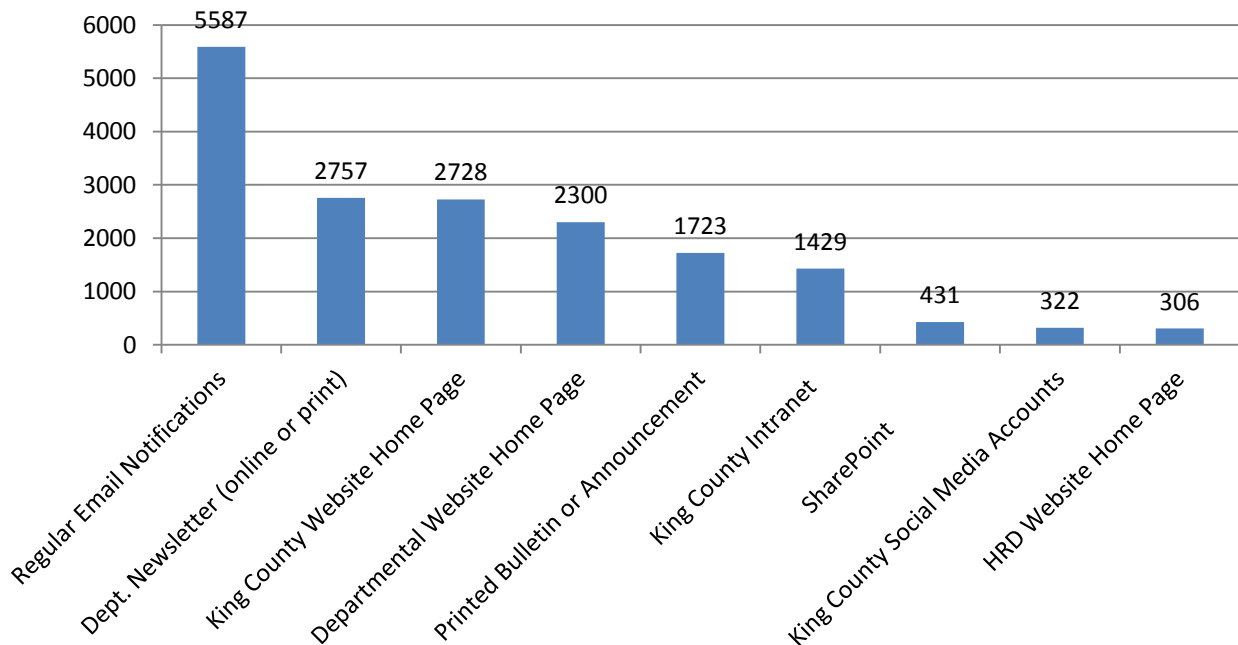


Employees are much more moderate in their assessment of their departments' level of innovation (26% reporting negative perceptions), but are much more positive about professionalism (more than 60% positive). And, they are more neutral about their departments being fair and just, with more than 45% reporting positive perceptions and more than 25% reporting negative perceptions.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Seventy-three percent of employees listed “Regular Email Notifications” as their first preference. Interestingly, after email, employees seem to prefer receiving notifications from departmental-specific sources.



Familiarity with King County Initiatives

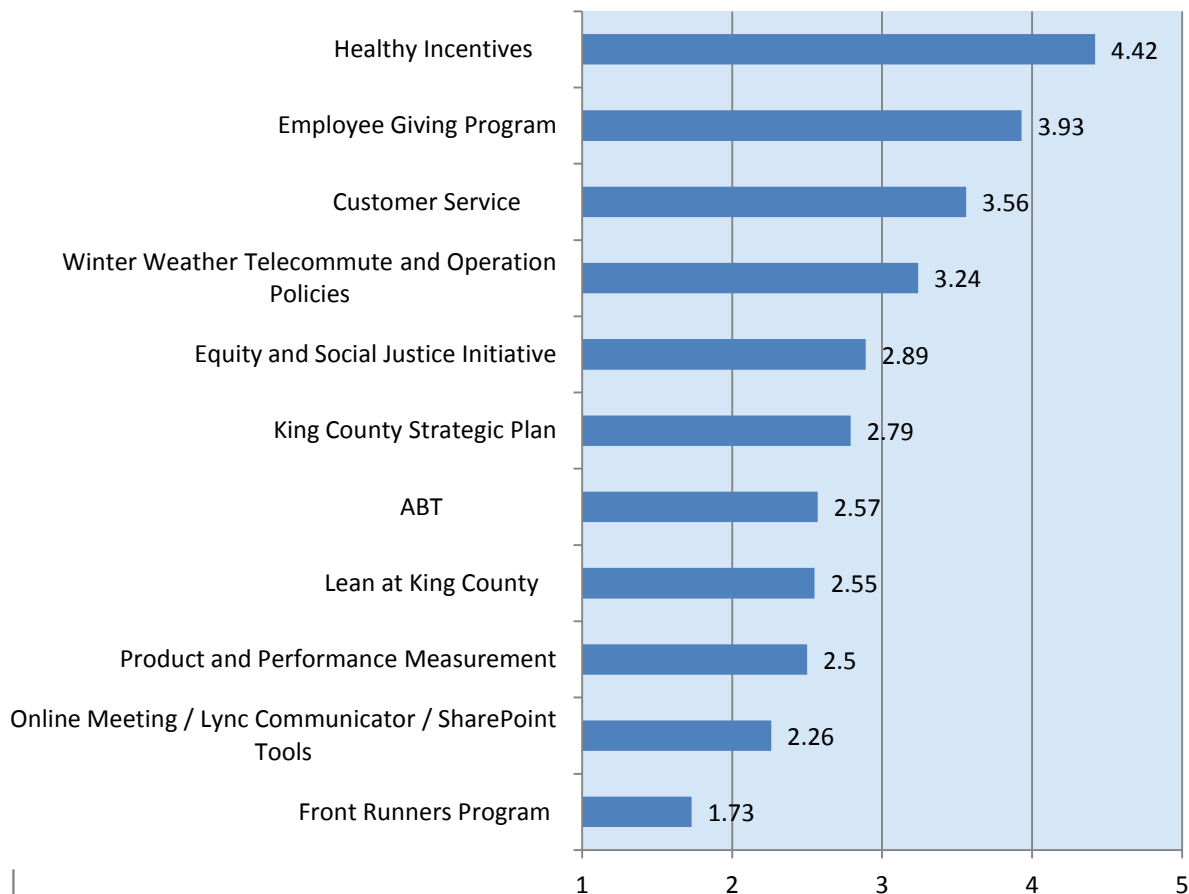
Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Employees report that they are very familiar with the Healthy Incentives program, with 52% reporting that they have knowledge of the program. Employees are also very familiar with the Employee Giving Program, with 37% reporting familiarity.

By contrast, employees report much lower familiarity with Front Runners, with 64% of employees saying they don't know what it is. Analysis of familiarity with these initiatives within each department or group will reveal ways to maximize information transfer to where it is most needed.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



Conclusion

This report of findings summarizes the overall results from the 2012 Employee Survey. Employees provided a wealth of information cutting across the broad range of issues influencing their work and work life at the County. Further analysis of the data will continue to reveal valuable insights into the employee work experience and can inform further workplace improvements and initiatives.

Subsequent sections of this report delve into the details of employee experiences in each of the divisions, departments, and agencies of the County. While the macro analyses in this overall report revealed the importance of supervision, performance communication, and resources to employees as drivers of their engagement, the analysis of the individual items and composite measures within each of the divisions, departments, and agencies will help those groups and the County at large target responses to the nuances of how employees experience their workplace.

The most significant finding of this study is the fact that so many King County employees are highly engaged and identified with their organization. Despite the challenges inherent to budget and other resource restrictions and cutbacks, employees remain strongly identified with the County and focused on its vision and values. This positions the County in a remarkable place to be able to focus on improving the employee experience within a context of high employee commitment to the organization.

These findings also support the important role supervision and supervisory communication play in overall employee engagement and satisfaction. Investing in supervisors and their skill development is expected to yield significant dividends for the County in terms of more empowered employees. Of particular significance is the importance of professional development and respect to supervisors in order for them to be comfortable actively engaging in this critical role.

These results highlight the importance of two key King County initiatives: customer service and continuous improvement. Employees are very satisfied with the customer service focus of the County and believe their work has a direct impact on maintaining high levels of responsiveness and customer care.

Employees are less clear about their role in continuous improvement. While they feel strongly about its importance, employees look to their supervisors and managers to actively embrace continuous improvement as a way to create positive outcomes in the work environment. This is interesting because where employees clearly see their personal role in delivering customer service, they see continuous improvement as a team and leadership function.

APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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